

Signed by the President on January 4, 2011, as Public Law No: 111-352.

Downloaded from [Thomas](#) and converted to HTML with referenceable hyperlinks on January 9, 2011, by Owen Ambur.

On February 14, 2011, Owen inserted references to StratML elements in **bold & [brackets]** in order to facilitate consideration of these requirements in the specification of StratML [Part 3](#).

On February 7, 2012, he inserted images of an InfoPath form showing how the requirements of the act might be met in StratML Part 3.

H.R. 2142

One Hundred Eleventh Congress of the United States of America

An Act

To require quarterly performance assessments of Government programs for purposes of assessing agency performance and improvement, and to establish agency performance improvement officers and the Performance Improvement Council.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.--This Act may be cited as the "**GPRA Modernization Act of 2010**".

(b) TABLE OF CONTENTS.--The table of contents for this Act is as follows:

[Sec. 1. Short title; table of contents.](#)

[Sec. 2. Strategic planning amendments.](#)

[Sec. 3. Performance planning amendments.](#)

[Sec. 4. Performance reporting amendments.](#)

[Sec. 5. Federal Government and agency priority goals.](#)

[Sec. 6. Quarterly priority progress reviews and use of performance information.](#)

[Sec. 7. Transparency of Federal Government programs, priority goals, and results.](#)

[Sec. 8. Agency Chief Operating Officers.](#)

[Sec. 9. Agency Performance Improvement Officers and the Performance Improvement Council.](#)

[Sec. 10. Format of performance plans and reports.](#)

[Sec. 11. Reducing duplicative and outdated agency reporting.](#)

[Sec. 12. Performance management skills and competencies.](#)

[Sec. 13. Technical and conforming amendments.](#)

[Sec. 14. Implementation of this Act.](#)

[Sec. 15. Congressional oversight and legislation.](#)

SEC. 2. STRATEGIC PLANNING AMENDMENTS.

Chapter 3 of title 5, United States Code, is amended by striking section 306 and inserting the following:

"§ 306. Agency strategic plans

"(a) Not later than the first Monday in February of any year following the year in which the term of the President commences under section 101 of title 3, the head of each agency shall make available on the public website of the agency a strategic plan and notify the President and Congress of its availability. Such plan shall contain--

"(1) a comprehensive mission statement covering the major functions and operations of the agency;

[[Mission](#) is one of the core elements of the StratML standard (ANSI/AIIM 21:2009) but it is not intended for use as a comprehensive statement of functions and operations. It may be more appropriate to specify separate elements for those concepts. For an example of how this requirement might be met in StratML Part 3, see the image below.]

[Note: The Performance.gov site includes a [listing of "themes and budgetary functions"](#) and the Federal Enterprise Architecture (FEA) Business Reference Model (BRM) [lists "business areas," "primary functions" and "sub functions"](#). Presumably, both of those listings are among the types of controlled vocabularies that should be accommodated in the StratML schema.]

Mission Statement: A brief statement of the agency's mission: _____

Identifier: _____

Functions Performed in Support of This Mission:

Sequence Indicator: FEA BRM 5.4	Function Name: Strategic Planning
Description: Determine annual and long-term goals and identify the best approach for achieving these goals	
Identifier: cfb3925-e77b-4820-92fa-bfd7709fc368	
Web Address (URL): http://xml.gov/stratml/camel/FEABRMwStyle.xml#_cfb3925-e77b-4820-92fa-bfd7709fc368	
Sequence Indicator:	Function Name: Executive direction and management
Description: Performance.gov Themes	
Identifier: _____	
Web Address (URL): _____	

"(2) general goals and objectives, including outcome-oriented goals, for the major functions and operations of the agency;

[Goal and Objective are among the core elements of the StratML standard. Whether they are input-, output-, process- or outcome-oriented can be indicated in the [PerformanceIndicator](#) type attribute of StratML Part 2.]

Performance Indicators Applicable to This Objective

Performance Indicator: Type: Select... Sequence Indicator: _____ Value Chain Stage: Outcome

Measurement Dimension: _____

Unit Of Measurement: _____

Identifier: _____

"(3) a description of how any goals and objectives contribute to the Federal Government priority goals required by section 1120(a) of title 31;

[The [Description](#) child element of Goal and Objective could be used to explain how they contribute to the realization of other, priority goals. However, the [Relationship](#) element of StratML Part 2 can be used to explicitly draw such linkages, based upon the [Identifiers](#) associated with each objective, as well as to name and describe those relationships in greater detail.]

Relationships Associated with This Performance Indicator:

Relationship Type: This performance indicator is Narrower_Than its referent(s).

Sequence Indicator: _____ Relationship Name: Supportive

Acronym: _____ Identifier: _____

Description: This objective supports the Federal Government priority goals referenced below.

Web Address: _____

Referents (Targets) of This Relationship:

Sequence Indicator: Federal Goal 1	Name of Referent: Federal Government Priority Goal Name
Acronym: _____	Identifier: _____
Description: Description of Federal Government Priority Goal	
Web Address: _____	
Sequence Indicator: Federal Goal 2	Name of Referent: Federal Government Priority Goal Name
Acronym: _____	Identifier: _____
Description: Description of Federal Government Priority Goal	
Web Address: _____	

"(4) a description of how the goals and objectives are to be achieved, including--

[StratML [Part 2, Performance Plans and Reports](#), specifies the elements required to transform strategic plans into performance plans by identifying the necessary inputs and processes as well as stakeholders of the performer type.]

"(A) a description of the operational processes, skills and technology, and the human, capital, information, and other resources required to achieve those goals and objectives; and

[The processes and inputs required to achieve objectives can be named and described using the [PerformanceIndicator](#) element of StratML Part 2.]

Performance Indicator: Type: Quantitative	Sequence Indicator:	Value Chain Stage: Input
Measurement Dimension: Operational Processes		
Unit Of Measurement: To be determined		
Identifier:		
Performance Indicator: Type: Qualitative	Sequence Indicator:	Value Chain Stage: Input
Measurement Dimension: Skills		
Unit Of Measurement:		
Identifier:		
Performance Indicator: Type: Qualitative	Sequence Indicator:	Value Chain Stage: Input
Measurement Dimension: Technology		
Unit Of Measurement: To be determined		
Identifier:		

"(B) a description of how the agency is working with other agencies to achieve its goals and objectives as well as relevant Federal Government priority goals;

[In StratML Part 2, [TargetResult](#) is a child of the [PerformanceIndicator](#). The [Description](#) element is a child of TargetResult and can be used to provide the description required by this clause. In addition, the [OtherInformation](#) element can be used to provide information that does not fit neatly into other elements of the StratML schema. However, consideration should be given to specifying a separate, more explicit element for this requirement in StratML [Part 3](#) .]

Target Results:			
Sequence Indicator:	Start:	End:	Number Of Units:
Description of Target Result: A description of how the agency is working with other agencies to achieve its goals and objectives as well as relevant Federal Government priority goals can be provided here.			

"(5) a description of how the goals and objectives incorporate views and suggestions obtained through congressional consultations required under subsection (d);

[[Stakeholder](#) is one of the core elements of the StratML standard. Stakeholders, including Members and committees of Congress, can be named and described, and the [Description](#) element could be used to explain how each stakeholder has been consulted and how their suggestions have been addressed. In StratML Part 3, it may be appropriate to include point of contact information for stakeholder groups, as shown below.]

Stakeholders of This Objective:	
Sequence Indicator:	Stakeholder Name:
Acronym:	Identifier:
Description: A description of how the goals and objectives incorporate views and suggestions obtained through congressional consultations can be provided here.	

Point of Contact for This Stakeholder:

First Name:	Last Name:	Phone Number:
Email Address:		
Identifier:	Web Address (URL):	

Insert Item

"(6) a description of how the performance goals provided in the plan required by section 1115(a) of title 31, including the agency priority goals required by section 1120(b) of title 31, if applicable, contribute to the general goals and objectives in the strategic plan;

[In StratML, “general goals” are called simply “goals”. “Performance goals” are called “objectives” and objectives have performance indicators with metrics. So, by definition, objectives (performance goals) support goals (general goals) and the performance indicators report progress (contributions to general goals). However, the Description and OtherInformation child elements of Goal, Objective, and PerformanceIndicator / ActualResult elements can be used to provide the narrative description required by this paragraph.]

"(7) an identification of those key factors external to the agency and beyond its control that could significantly affect the achievement of the general goals and objectives; and

[The concept of Critical Success Factors (CSFs) was not addressed in StratML Parts 1 or 2 but should be considered in [Part 3](#). It may be appropriate to name the element SuccessFactor and provide attributes for internal versus external and key (or critical) versus ancillary (or influencing), as shown in the image below.]

Success Factors:

Sequence Indicator: 1	Factor Name: Name of 1st Success Factor	Criticality: Critical	Internal/External: Internal
Description:			
Identifier:			
Web Address (URL):			
Sequence Indicator: 2	Factor Name: Name of 2nd Success Factor	Criticality: Contributory	Internal/External: Internal
Description:			
Identifier:			
Web Address (URL):			
Sequence Indicator: 3	Factor Name: Name of 3rd Success Factor	Criticality: Contributory	Internal/External: External
Description:			
Identifier:			
Web Address (URL):			

Insert Item

“(8) a description of the program evaluations used in establishing or revising general goals and objectives, with a schedule for future program evaluations to be conducted.

[The methodology used to determine and evaluate goals and objectives has not been addressed in StratML Parts 1 or 2. The assumption has been that the most important means of facilitating evaluation is simply to make goal and objective statements more readily available to stakeholders, while making it easier for them to provide input and feedback. In that regard, section 10 of this Act may be its most important provision, since it will enable value-added intermediaries to call attention to objectives of interest to and facilitate feedback from their stakeholders. However, in StratML [Part 3](#) consideration

should be given to including elements enabling the identification of evaluation methodologies like SWOT and PEST. The existing [StartDate](#) and [EndDate](#) elements can be reused to identify the schedule for such evaluations.]

Strategic Framework(s) upon Which the Goals in This Plan Are Based:

SWOT:

Sequence Indicator	Strength Name	Description	Identifier
<input type="checkbox"/> Insert Item			
<input type="checkbox"/> Insert Item	Weakness Name	Description	Identifier
<input type="checkbox"/> Insert Item			
<input type="checkbox"/> Insert Item	Opportunity Name	Description	Identifier
<input type="checkbox"/> Insert Item			
<input type="checkbox"/> Insert Item	Threat Name	Description	Identifier
<input type="checkbox"/> Insert Item			

☐ Insert Item

PEST:

Strategic Framework(s) upon Which the Goals in This Plan Are Based:

SWOT:

☐ Insert Item

PEST:

Sequence Indicator	Political Factor	Description	Identifier
<input type="checkbox"/> Insert Item			
<input type="checkbox"/> Insert Item	Economic Factor	Description	Identifier
<input type="checkbox"/> Insert Item			
<input type="checkbox"/> Insert Item	Social Factor	Description	Identifier
<input type="checkbox"/> Insert Item			
<input type="checkbox"/> Insert Item	Technological Factor	Description	Identifier
<input type="checkbox"/> Insert Item			

☐ Insert Item

"(b) The strategic plan shall cover a period of not less than 4 years following the fiscal year in which the plan is submitted. As needed, the head of the agency may make adjustments to the strategic plan to reflect significant changes in the environment in which the agency is operating, with appropriate notification of Congress.

[Making it easier to update and maintain strategic plans is among the purposes of the StratML standard. In particular, the association of the [Identifier](#) element with each goal and objective statement is intended to enable them to be updated discretely without requiring re-clearance and re-publishing of the entire plan. The [StartDate](#) and [EndDate](#) elements are intended to be used to indicate the period covered by each plan as well as each goal and objective individually. However, in StratML [Part 3](#) consideration should be given to pairing the [PublicationDate](#) element with the [Identifier](#) element to enable version control tracking of changes to each goal and objective statement individually, as shown in the image below.]

Sequence Indicator:	Objective Name:	Publication Date: 2/6/2012
Acronym:	Identifier:	
Description:		
Web Address (URL):		

[With respect to notification, it may also be appropriate to associate point of contact information with each [Stakeholder](#) so that the process can be automated when changes are made, as shown below.]

Point of Contact for This Stakeholder:			
First Name:	Last Name:		Phone Number:
Email Address:	Web Address (URL):		
Identifier:			

"(c) The performance plan required by section 1115(b) of title 31 shall be consistent with the agency's strategic plan. A performance plan may not be submitted for a fiscal year not covered by a current strategic plan under this section.

[The process of making this determination can be automated by comparing the [EndDate](#) contained in each strategic plan to the current date. Since objectives (performance goals) are children of goals (general goals), they are automatically consistent with them. Moreover, the [Relationship](#) element can be used to draw explicit, machine-readable linkages between the objectives set forth in performance plans and the longer-term goals established in strategic plans.]

Relationships Associated with This Performance Indicator:			
Relationship Type: This performance indicator is Narrower_Than its referent(s).			
Sequence Indicator:	Relationship Name: Supportive		
Acronym:	Identifier:		
Description: The objective associated with this performance indicator supports (contributes to) the goal(s) referenced below.			
Web Address:			
Referents (Targets) of This Relationship:			
Sequence Indicator: 1	Name of Referent: Name of 1st supported goal		
Acronym:	Identifier:		
Description:			
Web Address:			
Sequence Indicator: 2	Name of Referent: Name of 2nd supported goal		
Acronym:	Identifier:		
Description:			
Web Address:			

"(d) When developing or making adjustments to a strategic plan, the agency shall consult periodically with the Congress, including majority and minority views from the appropriate authorizing, appropriations, and oversight committees, and shall solicit and consider the views and suggestions of those entities potentially affected by or interested in such a plan. The agency shall consult with the appropriate committees of Congress at least once every 2 years.

[In StratML Part 3 consideration should be given to associating the StartDate and EndDate element with each Stakeholder to indicate when they should next be formally consulted.]

"(e) The functions and activities of this section shall be considered to be inherently governmental functions. The drafting of strategic plans under this section shall be performed only by Federal employees.

[This policy is outside the scope of the StratML standard. However, regardless of who is responsible for drafting each plan, rendering them in machine-readable formats, like StratML, will make it easier for others to provide input and feedback. Use of the Stakeholder element to identify the individual with the lead responsibility for each goal and objective will foster accountability.]

"(f) For purposes of this section the term 'agency' means an Executive agency defined under section 105, but does not include the Central Intelligence Agency, the Government Accountability Office, the United States Postal Service, and the Postal Regulatory Commission."

SEC. 3. PERFORMANCE PLANNING AMENDMENTS.

Chapter 11 of title 31, United States Code, is amended by striking section 1115 and inserting the following:

"§ 1115. Federal Government and agency performance plans

"(a) FEDERAL GOVERNMENT PERFORMANCE PLANS.--In carrying out the provisions of section 1105(a)(28), the Director of the Office of Management and Budget shall coordinate with agencies to develop the Federal Government performance plan. In addition to the submission of such plan with each budget of the United States Government, the Director of the Office of Management and Budget shall ensure that all information required by this subsection is concurrently made available on the website provided under section 1122 and updated periodically, but no less than annually.

The Federal Government performance plan shall--

"(1) establish Federal Government performance goals to define the level of performance to be achieved during the year in which the plan is submitted and the next fiscal year for each of the Federal Government priority goals required under section 1120(a) of this title;

[The TargetResult element of StratML Part 2 can be used to define "performance goals" (performance indicators) for as many years as desired.]

"(2) identify the agencies, organizations, program activities, regulations, tax expenditures, policies, and other activities contributing to each Federal Government performance goal during the current fiscal year;

[In StratML Part 2 agencies and organizations contributing to the achievement of objectives can be identified as stakeholders of the performer type and their roles can be named and described. Tax expenditures can be identified as PerformanceIndicators of the

input type and "other activities" can be identified as processes supporting each objective.]

[None of the elements in StratML Parts 1 or 2 explicitly address the concepts of regulations or policies, but the generic concept of [Authority](#) has been identified as a candidate for inclusion in Part 3. In addition to enabling each authority to be named and described, it may also be appropriate to reuse the [SequenceIndicator](#) element to enable the inclusion of legal or other citations and/or to include a [WebAddress](#) element in order to provide a URL pointing to the cited authority, as shown below.]

Authority(ies) under Which This Goal Is Being Pursued:

Authority Name:

Legal or Other Citation:

Description:

Identifier:

Web Address (URL):

"(3) for each Federal Government performance goal, identify a lead Government official who shall be responsible for coordinating the efforts to achieve the goal;

[In StratML Part 2 the [Stakeholder](#) element can be used to name and describe the [Roles](#) of officials responsible for each objective.]

Stakeholders of This Goal:

Stakeholder Name: Name of official or position

Acronym: Identifier:

Description:

Web Address (URL):

Roles of This Stakeholder:

Sequence Indicator: Role Name: Goal Leader

Acronym: Identifier:

Description:

Web Address (URL):

Type: ☒ Performer ☐ Beneficiary

"(4) establish common Federal Government performance indicators with quarterly targets to be used in measuring or assessing--

[In StratML Part 2 an unlimited number of [TargetResult](#) s can be specified for each [PerformanceIndicator](#) for each [Objective](#), and [StartDates](#) and [EndDates](#) can be associated with each [TargetResult](#). To the degree that multiple [TargetResults](#) may be specified within a single resource allocation and performance assessment cycle, it may be appropriate to call them milestones. An element called [Milestone](#) has been identified as a candidate for consideration in StratML Part 3. However, milestones can be inferred from the [TargetResult](#) planned for each [EndDate](#). So the need for a separate element by that name is unclear.]

Target Results:

Sequence Indicator: Milestone 1

Start: 2/6/2012

End: 5/6/2012

Number Of Units:

Description of Target Result: Narrative description of milestone.

"(A) overall progress toward each Federal Government performance goal; and

[In StratML Part 2 progress can be reported in the [ActualResult](#) element and such results may be [described](#) (in narrative) as well as documented in numbers, if the [MeasurementInstance](#) is quantitative in nature.]

Actual Results:

Sequence Indicator: Milestone 1 Start: 2/6/2012 End: 5/6/2012 Number Of Units:

Description of Actual Result: Narrative description of actual result achieved against the planned milestone.

"(B) the individual contribution of each agency, organization, program activity, regulation, tax expenditure, policy, and other activity identified under paragraph (2);

[See comment under [paragraph \(2\)](#) above.]

"(5) establish clearly defined quarterly milestones; and

[See comment under [paragraph \(4\)](#) above.]

"(6) identify major management challenges that are Governmentwide or crosscutting in nature and describe plans to address such challenges, including relevant performance goals, performance indicators, and milestones.

[The concept of "management challenges" is not addressed in StratML Parts 1 or 2 and should be considered in Part 3, perhaps as shown below. The relationship of such challenges to [key factors](#) (internal and external SuccessFactors) should also be considered.]

Management Challenges Associated with This Objective:

Sequence Indicator: Challenge/Risk Name: Probability: Select... Impact: Select...

Acronym: Identifier:

Description:

Web Address (URL):

"(b) AGENCY PERFORMANCE PLANS.--Not later than the first Monday in February of each year, the head of each agency shall make available on a public website of the agency, and notify the President and the Congress of its availability, a performance plan covering each program activity set forth in the budget of such agency. Such plan shall--

[In StratML Part 2, "activities" can be named and described as [PerformanceIndicators](#) of the input or output processing type. Neither Parts 1 or 2 address the concept of "[program](#)" but that concept is a candidate for consideration in Part 3 (along with the concept of "[project](#)"), as shown below.]

Performance Indicator: Type: Quantitative Sequence Indicator: Activity 1 Value Chain Stage: Input_Processing

Measurement Dimension: Process (activity) to be measured

Unit Of Measurement: Unit by which this process is to be measured

Identifier:

Performance Indicator: Type: Qualitative	Sequence Indicator: Activity 2	Value Chain Stage: Output_Processing
Measurement Dimension: Process (activity) to be measured		
Unit Of Measurement: Unit by which this process is to be measured		
Identifier: *		

Organizations Supporting This Plan		
Sequence Indicator:	Special Type of Organization? Program	Name of Other Type:
Organization Name: Program Name		
Acronym:	Identifier:	*
Description:		
Web Address (URL):		

Organizations Supporting This Plan		
Sequence Indicator:	Special Type of Organization? Project	Name of Other Type:
Organization Name: Project Name		
Acronym:	Identifier:	*
Description:		
Web Address (URL):		

"(1) establish performance goals to define the level of performance to be achieved during the year in which the plan is submitted and the next fiscal year;

[The level of performance to be achieved can be documented in the [TargetResult](#) element of StratML Part 2, for as many years as desired. The [StartDate](#) and [EndDate](#) associated with each TargetResult can be used to specify the performance period.]

"(2) express such goals in an objective, quantifiable, and measurable form unless authorized to be in an alternative form under subsection (c);

[In StratML Part 2 the [PerformanceIndicators](#) associated with each objective can be expressed qualitatively, in terms of a [MeasurementDimension](#) and [NumberOfUnits](#) , and/or they may be expressed qualitatively, in a narrative [Description](#) .]

"(3) describe how the performance goals contribute to--

"(A) the general goals and objectives established in the agency's strategic plan required by section 306(a)(2) of title 5; and

"(B) any of the Federal Government performance goals established in the Federal Government performance plan required by subsection (a)(1);

[The [Description](#) child element of Objective can be used to explain how they contribute to the realization of other, broader goals. However, the [Relationship](#) element of StratML Part 2 can be used to explicitly draw such linkages, based upon the [Identifiers](#) associated with each objective. Those relationships can also be named and describe in greater detail, and the RelationshipType attribute can be used to indicate that the objective is associated with a broader goal.]

"(4) identify among the performance goals those which are designated as agency priority goals as

required by section 1120(b) of this title, if applicable;

[In StratML Parts 1 and 2, the priority ascribed to goals and objectives might be inferred from their [StartDate](#) s and [EndDates](#) as well as the quantities of [Inputs](#) allocated to them. The order in which they appear, as documented by their [SequenceIndicator](#)s, might also be taken as a ranking of priorities. However, in StratML Part 3 it might be appropriate to associate an attribute with Goal and Objective in order to designate whether they are considered to be a "priority" or not or perhaps to indicate degree of priority on a multi-point (3, 5 or 7) scale, perhaps as shown below. Doing so would enable automated aggregation of the governmentwide plan comprised of the priority objectives designated by each agency.]

Goals Established in This Plan			
Sequence Indicator:	<input type="text"/>	Goal Name:	<input type="text"/>
Acronym:	<input type="text"/>	Identifier:	<input type="text"/>
Description:	<input type="text"/>		
Web Address (URL):	<input type="text"/>		

"(5) provide a description of how the performance goals are to be achieved, including--

"(A) the operation processes, training, skills and technology, and the human, capital, information, and other resources and strategies required to meet those performance goals;

[The processes and inputs required to achieve objectives can be named and described using the [PerformanceIndicator](#) element of StratML Part 2.]

"(B) clearly defined milestones;

[In StratML Part 2 an unlimited number of [TargetResults](#) can be specified for each [PerformancIndicator](#) for each [Objective](#), and [StartDates](#) and [EndDates](#) can be associated with each TargetResult. To the degree that multiple TargetResults may be specified within a single resource allocation and performance assessment cycle, it may be appropriate to call them milestones. However, thought should be given to whether the concept of milestones merits a separate element.]

"(C) an identification of the organizations, program activities, regulations, policies, and other activities that contribute to each performance goal, both within and external to the agency;

[In StratML Part 2 "activities" can be named and described as [PerformanceIndicators](#) of the process type. Other organizations contributing to each objective can be named as [Stakeholders](#) of the performer type, and their roles can be named and described. Neither Parts 1 or 2 address the concept of "[program](#)" but that concept is a candidate for consideration in Part 3 (along with the concept of "[project](#)"), as special types of organizations. The concept of [Authority](#) (e.g., laws, regulations, and policies) has also been identified as a candidate for inclusion in Part 3.]

"(D) a description of how the agency is working with other agencies to achieve its performance

goals as well as relevant Federal Government performance goals; and

[In StratML Part 2, the [Relationship](#) element can be used to relate [PerformanceIndicators](#) to each other, within and across the plans of multiple organizations. Relationships can be named, described, and designated as being of the following types: Narrower_Than, Peer_To, or Broader_Than.]

"(E) an identification of the agency officials responsible for the achievement of each performance goal, who shall be known as goal leaders;

[In StratML Part 2, goal leaders can be designated using the Stakeholder [Role](#) element. They can be named and their roles can also be named and described.]

"(6) establish a balanced set of performance indicators to be used in measuring or assessing progress toward each performance goal, including, as appropriate, customer service, efficiency, output, and outcome indicators;

[In StratML Part 2, an unlimited number of PerformanceIndicators can be associated with each goal and objective. However, inclusion of a complex element enabling the categorization ([CategorizationTypes](#)) of PerformanceIndicators has been identified as a candidate for inclusion in Part 3, as shown below.]

Categorizations Applicable to This Performance Indicator:	
Taxonomy Name	Category (or Keyword)
Kaplan & Norton's Balanced Scorecard	<div>Category Name: Learning & Growth</div> <div>Identifier: *</div> <div>Web Address (URL):</div>
	<div>Category Name: Business Process</div> <div>Identifier: *</div> <div>Web Address (URL):</div>
	<div>Category Name: Customer</div> <div>Identifier: *</div> <div>Web Address (URL):</div>
	<div>Category Name: Financial</div> <div>Identifier: *</div> <div>Web Address (URL):</div>
<input checked="" type="checkbox"/> Insert item	

"(7) provide a basis for comparing actual program results with the established performance goals;

[In StratML Part 2, the [TargetResult](#) and [Actual Result](#) can be documented and compared.]

"(8) a description of how the agency will ensure the accuracy and reliability of the data used to measure progress towards its performance goals, including an identification of--

[In StratML Part 2, this information can be provided in the [OtherInformation](#) element under each [PerformanceIndicator](#). However, consideration should be given to including more explicit elements for this information.]

"(A) the means to be used to verify and validate measured values;

"(B) the sources for the data;

"(C) the level of accuracy required for the intended use of the data;

"(D) any limitations to the data at the required level of accuracy; and

"(E) how the agency will compensate for such limitations if needed to reach the required level of accuracy;

"(9) describe major management challenges the agency faces and identify--

[The concept of "management challenges" is not addressed in StratML Parts 1 or 2 and should be considered in Part 3. The relationship of such challenges to [key factors](#) (internal and external SuccessFactors) should also be considered. Use of the word "major" suggests that it may be appropriate to associate with the element an attribute to distinguishing major challenges from those that are lesser in scope.]

"(A) planned actions to address such challenges;

"(B) performance goals, performance indicators, and milestones to measure progress toward resolving such challenges; and

[This wording suggests that management challenges might simply be documented in terms of another set of Goals and Objectives, with associated PerformanceIndicators. If so, perhaps the distinction between such goals/objectives and others might be addressed via a new inclusion of a complex element enabling the categorization ([CategorizationTypes](#)) of goals and objectives in StratML Part 3.]

"(C) the agency official responsible for resolving such challenges; and

[In StratML Part 2, responsible officials can be identified using the Stakeholder Role element.]

"(10) identify low-priority program activities based on an analysis of their contribution to the mission and goals of the agency and include an evidence-based justification for designating a program activity as low priority.

[In StratML Parts 1 and 2, the priority ascribed to goals and objectives might be inferred from their [StartDates](#) and [EndDates](#) as well as the quantities of [Inputs](#) allocated to them.

The order in which they appear, as documented by their [SequenceIndicators](#), might also be taken as a ranking of priorities. However, in StratML Part 3 it might be appropriate to associate an attribute with Goal and Objective in order to indicate degree of priority on a multi-point (3, 5 or 7) scale. Doing so would enable automated aggregation of the governmentwide plan comprised of the priority objectives designated by each agency. The OtherInformation element under each Goal and Objective can be used to document the justification for the priority ascribed to it, but it may be appropriate to include a more explicit set of elements for priority and justification.]

“(c) ALTERNATIVE FORM.--If an agency, in consultation with the Director of the Office of Management and Budget, determines that it is not feasible to express the performance goals for a particular program activity in an objective, quantifiable, and measurable form, the Director of the Office of Management and Budget may authorize an alternative form. Such alternative form shall--

[In StratML Part 2, [PerformanceIndicator](#) s can be designated as being either quantitative or qualitative, and the [Description](#) element can be used to provide the following information. However, in StratML Part 3 it may be appropriate to specify more explicit means of providing this information, such as shown below.]

Actual Results:	
Sequence Indicator:	Start: * End: * Number Of Units: *
Description of Actual Result:	Description of a minimally effective result
Rating: <input type="radio"/> 0 - Ineffective <input checked="" type="radio"/> 1 - Minimally Effective <input type="radio"/> 2 - Effective	

"(1) include separate descriptive statements of--

"(A)(i) a minimally effective program; and

"(ii) a successful program; or

"(B) such alternative as authorized by the Director of the Office of Management and Budget, with sufficient precision and in such terms that would allow for an accurate, independent determination of whether the program activity's performance meets the criteria of the description; or "(2) state why it is infeasible or impractical to express a performance goal in any form for the program activity.

“(d) TREATMENT OF PROGRAM ACTIVITIES.--For the purpose of complying with this section, an agency may aggregate, disaggregate, or consolidate program activities, except that any aggregation or consolidation may not omit or minimize the significance of any program activity constituting a major function or operation for the agency.

[The concept of [Program](#) is a candidate for inclusion in StratML Part 3. Consideration should be given as to how best to enable the aggregation and disaggregation of program activities, as well as the identification of functions and operations (and how they are distinguished from programs, projects, and processes).]

"(e) APPENDIX.--An agency may submit with an annual performance plan an appendix covering any portion of the plan that--

[In light of the sensitivity of this information, it may not be appropriate for consideration in the StratML standard.]

"(1) is specifically authorized under criteria established by an Executive order to be kept secret in the interest of national defense or foreign policy; and

"(2) is properly classified pursuant to such Executive order.

"(f) INHERENTLY GOVERNMENTAL FUNCTIONS.--The functions and activities of this section shall be considered to be inherently governmental functions. The drafting of performance plans under this section shall be performed only by Federal employees.

[This policy is outside the scope of the StratML standard.]

"(g) CHIEF HUMAN CAPITAL OFFICERS.--With respect to each agency with a Chief Human Capital Officer, the Chief Human Capital Officer shall prepare that portion of the annual performance plan described under subsection (b)(5)(A).

"(h) DEFINITIONS.--For purposes of this section and sections 1116 through 1125, and sections 9703 and 9704, the term--

"[\(1\)](#) 'agency' has the same meaning as such term is defined under section 306(f) of title 5;

[In the StratML standard, the [Organization](#) element can be used to name and describe organizations of all types, including government agencies.]

“(2) 'crosscutting' means across organizational (such as agency) boundaries;

“(3) 'customer service measure' means an assessment of service delivery to a customer, client, citizen, or other recipient, which can include an assessment of quality, timeliness, and satisfaction among other factors;

[In StratML Part 2, the [PerformanceIndicator](#) element can be used to document customer service measures. However, a [CategorizationTypes](#) element has been identified as a candidate for inclusion in StratML Part 3 in order to enable the identification not only of customer service type measures but also other types of measures.]

"[\(4\)](#) 'efficiency measure' means a ratio of a program activity's inputs (such as costs or hours worked by employees) to its outputs (amount of products or services delivered) or outcomes (the desired results of a program);

[Efficiency measures can be calculated by dividing the [ActualResult](#) for each [PerformanceIndicator](#) of the input type by the ActualResult for its associated [PerformanceIndicator](#) of the output or outcome type. Since efficiency measures are derived from other elements, it may not be appropriate to include it as a separate element in the StratML schema itself, although applications and services supporting the standard should incorporate it as a devived value.]

"(5) 'major management challenge' means programs or management functions, within or across agencies, that have greater vulnerability to waste, fraud, abuse, and mismanagement (such as issues identified by the Government Accountability Office as high risk or issues identified by an Inspector General) where a failure to perform well could seriously affect the ability of an agency or the Government to achieve its mission or goals;

[Based upon this definition, it may be appropriate to enable the identification of the source of identified management challenges.]

"(6) 'milestone' means a scheduled event signifying the completion of a major deliverable or a set of related deliverables or a phase of work;

[The concept of [Milestone](#) s is a candidate for inclusion StratML Part 3, with a proposed definition that is somewhat different but compatible with this one.]

"(7) 'outcome measure' means an assessment of the results of a program activity compared to its intended purpose;

[This definition is different but compatible with the definition of [Outcome](#) drafted for the StratML standard. The intended purpose can be documented in the [TargetResult](#) element for subsequent comparison to the result documented in the [ActualResult](#) element. If the results are quantitative in nature, they can automatically be compared by using the numbers documented in the [NumberOfUnits](#) element.]

"(8) 'output measure' means the tabulation, calculation, or recording of activity or effort that can be expressed in a quantitative or qualitative manner;

[This definition is different but compatible with the definition of [Output](#) drafted for the StratML standard. The [PerformanceIndicator](#) element provides for both quantitative measures ([MeasurementInstances](#)) as well as qualitative [Description](#) s of outputs.]

"(9) 'performance goal' means a target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate;

[In the StratML standard "performance goal" is a synonym for [Objective](#) . The targeted level of performance can be documented in the [TargetResult](#) element. Actual achievement

can be documented in the [ActualResult](#) element, and if the results are quantitative in nature, they can automatically be compared by using the numbers documented in the [NumberOfUnits](#) element.

"(10) 'performance indicator' means a particular value or characteristic used to measure output or outcome;

[[PerformanceIndicator](#) is one of the key elements of StratML Part 2. In addition to [Outputs](#) and [Outcomes](#), other types of performance indicators include: [Input](#), [Input_Processing](#), and [Output_Processing](#).]

"(11) 'program activity' means a specific activity or project as listed in the program and financing schedules of the annual budget of the United States Government; and

[[Program](#) and [Project](#) have been identified as candidate elements for potential inclusion in StratML Part 3. The StratML Committee should explore how programs, activities, and projects are identified in the Federal budget and make sure the elements of the StratML standard are well-specified to accommodate such methods of identifying those concepts.]

“(12) 'program evaluation' means an assessment, through objective measurement and systematic analysis, of the manner and extent to which Federal programs achieve intended objectives.”.

[This concept is not explicitly addressed in StratML Parts 1 or 2. However, the [ActualResult](#) in for each [PerformanceIndicator](#) can be compared to the [TargetResult](#), and such comparisons should serve as the basis for evaluation of the extent to which objectives are being achieved.]

SEC. 4. PERFORMANCE REPORTING AMENDMENTS.

Chapter 11 of title 31, United States Code, is amended by striking section 1116 and inserting the following:

"§ 1116. Agency performance reporting

"(a) The head of each agency shall make available on a public website of the agency and to the Office of Management and Budget an update on agency performance.

"(b)(1) Each update shall compare actual performance achieved with the performance goals established in the agency performance plan under section 1115(b) and shall occur no less than 150 days after the end of each fiscal year, with more frequent updates of actual performance on indicators that provide data of significant value to the Government, Congress, or program partners at a reasonable level of administrative burden.

[In StratML Part 2, actual performance can be compared to the [TargetResult](#) in the [Description of the ActualResult](#) . The [EndDate](#) for description of the actual result can also

be documented.]

"(2) If performance goals are specified in an alternative form under section 1115(c), the results shall be described in relation to such specifications, including whether the performance failed to meet the criteria of a minimally effective or successful program.

[In StratML Part 2 the PerformanceIndicator s associated with each objective can be expressed may be expressed qualitatively, in a narrative Description (as well as quatitatively, in terms of a MeasurementDimension and NumberOfUnits.)]

"(c) Each update shall--

"(1) review the success of achieving the performance goals and include actual results for the 5 preceding fiscal years;

[In StratML Part 2, ActualResult s can be documented for as many years as desired.]

"(2) evaluate the performance plan for the current fiscal year relative to the performance achieved toward the performance goals during the period covered by the update;

[In StratML Part 2, ActualResult s can be compared to TargetResult s either quantitatively, using the MeasurementInstance element, or qualitatively, based upon the narrative in the Description element.]

"(3) explain and describe where a performance goal has not been met (including when a program activity's performance is determined not to have met the criteria of a successful program activity under section 1115(c)(1)(A)(ii) or a corresponding level of achievement if another alternative form is used)--

[In StratML Part 2, the Description element for ActualResult can be used to explain why an objective was not achieved. However, the CIO Council chose to include success stories in its plan, and in support of this requirement, it may be appropriate to include an explicit element for failure stories as well. Perhaps the element might be named Story with an attribute indicating whether it documents a success or a failure.]

"(A) why the goal was not met;

"(B) those plans and schedules for achieving the established performance goal; and

[It is unclear how these "plans and schedules" might differ from a set of Objective s with StartDate s and EndDate s designed to achieve the goal.]

"(C) if the performance goal is impractical or infeasible, why that is the case and what action is recommended;

[The Description element under ActualResult and/or the OtherInformation element under

PerformanceIndicator can be used to explain why the objective proved not to be feasible. However, if a Story element is incorporated into StratML Part 3, it may be appropriate to structure the element to include children explicitly addressing practicality/feasibility and perhaps recommendations. However, consideration should be given to how "recommendations" might differ from objectives, i.e., whether they should not be documented as Objectives.]

"(4) describe the use and assess the effectiveness in achieving performance goals of any waiver under section 9703 of this title;

"(5) include a review of the performance goals and evaluation of the performance plan relative to the agency's strategic human capital management;

[This review appears to be a discussion (narrative) of ActualResults documented in the agency's human capital management plan, whose objectives should be aligned with and supportive of the goals in the agency's GPRA plan.]

"(6) describe how the agency ensures the accuracy and reliability of the data used to measure progress towards its performance goals, including an identification of--

[In StratML Part 2, this information can be provided in the OtherInformation element under each PerformanceIndicator. However, in Part 3 consideration should be given to including more explicit elements for this information.]

"(A) the means used to verify and validate measured values;

"(B) the sources for the data;

"(C) the level of accuracy required for the intended use of the data;

"(D) any limitations to the data at the required level of accuracy; and

"(E) how the agency has compensated for such limitations if needed to reach the required level of accuracy; and

"(7) include the summary findings of those program evaluations completed during the period covered by the update.

"(d) If an agency performance update includes any program activity or information that is specifically authorized under criteria established by an Executive Order to be kept secret in the interest of national defense or foreign policy and is properly classified pursuant to such Executive Order, the head of the agency shall make such information available in the classified appendix provided under section 1115(e).

"(e) The functions and activities of this section shall be considered to be inherently governmental

functions. The drafting of agency performance updates under this section shall be performed only by Federal employees.

"(f) Each fiscal year, the Office of Management and Budget shall determine whether the agency programs or activities meet performance goals and objectives outlined in the agency performance plans and submit a report on unmet goals to--

"(1) the head of the agency;

"(2) the Committee on Homeland Security and Governmental Affairs of the Senate;

"(3) the Committee on Oversight and Governmental Reform of the House of Representatives; and "(4) the Government Accountability Office.

"(g) If an agency's programs or activities have not met performance goals as determined by the Office of Management and Budget for 1 fiscal year, the head of the agency shall submit a performance improvement plan to the Office of Management and Budget to increase program effectiveness for each unmet goal with measurable milestones. The agency shall designate a senior official who shall oversee the performance improvement strategies for each unmet goal.

[A performance improvement plan appears to be no different than any other performance plan, except that it is motivated by an ActualResult deemed to be less than satisfactory. If that is not the case, the distinction will need to be clarified so that the additionally required elements can be specified.]

"(h)(1) If the Office of Management and Budget determines that agency programs or activities have unmet performance goals for 2 consecutive fiscal years, the head of the agency shall--

"(A) submit to Congress a description of the actions the Administration will take to improve performance, including proposed statutory changes or planned executive actions; and

[If this description entails elements not already included in StratML Part 2, Performance Plans and Reports, the need for as well as the names and descriptions of those elements will need to be determined.]

"(B) describe any additional funding the agency will obligate to achieve the goal, if such an action is determined appropriate in consultation with the Director of the Office of Management and Budget, for an amount determined appropriate by the Director.

[In StratML Part 2, funding requirements can be identified as PerformanceIndicators of the input type and both TargetResult s and ActualResult s can be documented for as many StartDate s and EndDate s as desired.]

"(2) In providing additional funding described under paragraph (1)(B), the head of the agency shall use any reprogramming or transfer authority available to the agency. If after exercising such

authority additional funding is necessary to achieve the level determined appropriate by the Director of the Office of Management and Budget, the head of the agency shall submit a request to Congress for additional reprogramming or transfer authority.

"(i) If an agency's programs or activities have not met performance goals as determined by the Office of Management and Budget for 3 consecutive fiscal years, the Director of the Office of Management and Budget shall submit recommendations to Congress on actions to improve performance not later than 60 days after that determination, including--

[It appears that such recommendations can and should be documented as a performance plan in accordance with StratML Part 2. However, if the elements required to document such recommendations differ from a normal performance plan, the additionally required elements will need to be named and defined.]

"(1) reauthorization proposals for each program or activity that has not met performance goals;

"(2) proposed statutory changes necessary for the program activities to achieve the proposed level of performance on each performance goal; and

[The concept of Authority has been identified as a candidate for inclusion in StratML Part 3. Such an element could be used to name, describe, and link to statutory provisions proposed to be changed.]

"(3) planned executive actions or identification of the program for termination or reduction in the President's budget."

SEC. 5 . FEDERAL GOVERNMENT AND AGENCY PRIORITY GOALS.

Chapter 11 of title 31, United States Code, is amended by adding after section 1119 the following:

"§ 1120. Federal Government and agency priority goals

"(a) FEDERAL GOVERNMENT PRIORITY GOALS.--

"(1) The Director of the Office of Management and Budget shall coordinate with agencies to develop priority goals to improve the performance and management of the Federal Government. Such Federal Government priority goals shall include--

[In StratM Part 3, if an attribute is associated with Objective s allowing the designation of those that are deemed to be of high priority, the governmentwide plan could be automatically aggregated from the individual agency plans on their own websites.]

"(A) outcome-oriented goals covering a limited number of crosscutting policy areas; and

[In StratML Part 2, the PerformanceIndicator s associated with each Objective can be designated as being of the outcome type and the Relationship element can be used to associate them with broader, cross-cutting goals.]

"(B) goals for management improvements needed across the Federal Government, including--

"(i) financial management;

[The plan of the Financial Management Line of Business (FM LOB) is available in StratML format.]

"(ii) human capital management;

[The plan of the Human Resources Management Line of Business (HR LOB) is available in StratML format.]

"(iii) information technology management;

[The Federal CIO's 25-point plan for IT management reform and his cloud strategy are available in StratML format.]

"(iv) procurement and acquisition management; and

"(v) real property management;

"(2) The Federal Government priority goals shall be long-term in nature. At a minimum, the Federal Government priority goals shall be updated or revised every 4 years and made publicly available concurrently with the submission of the budget of the United States Government made in the first full fiscal year following any year in which the term of the President commences under section 101 of title 3. As needed, the Director of the Office of Management and Budget may make adjustments to the Federal Government priority goals to reflect significant changes in the environment in which the Federal Government is operating, with appropriate notification of Congress.

"(3) When developing or making adjustments to Federal Government priority goals, the Director of the Office of Management and Budget shall consult periodically with the Congress, including obtaining majority and minority views from--

[In StratML Part 1, these committees can be documented as Stakeholders, and in Part 2 their roles can be named and described. However, in Part 3 consideration should be given to enabling point of contact information to be associated with each stakeholder, such as shown below.]

Point of Contact for This Stakeholder:			
First Name:		Last Name:	
Email Address:		Phone Number:	
Identifier:		* Web Address (URL):	

- "(A) the Committees on Appropriations of the Senate and the House of Representatives;
- "(B) the Committees on the Budget of the Senate and the House of Representatives;
- "(C) the Committee on Homeland Security and Governmental Affairs of the Senate;
- "(D) the Committee on Oversight and Government Reform of the House of Representatives;
- "(E) the Committee on Finance of the Senate;
- "(F) the Committee on Ways and Means of the House of Representatives; and
- "(G) any other committees as determined appropriate;

"(4) The Director of the Office of Management and Budget shall consult with the appropriate committees of Congress at least once every 2 years.

"(5) The Director of the Office of Management and Budget shall make information about the Federal Government priority goals available on the website described under section 1122 of this title.

"(6) The Federal Government performance plan required under section 1115(a) of this title shall be consistent with the Federal Government priority goals.

"(b) AGENCY PRIORITY GOALS.--

"(1) Every 2 years, the head of each agency listed in section 901(b) of this title, or as otherwise determined by the Director of the Office of Management and Budget, shall identify agency priority goals from among the performance goals of the agency. The Director of the Office of Management and Budget shall determine the total number of agency priority goals across the Government, and the number to be developed by each agency. The agency priority goals shall--

[In StratM Part 3, if an attribute is associated with Objective s allowing the designation of those that are deemed to be of high priority, the governmentwide plan could be automatically aggregated from the individual agency plans on their own websites.]

"(A) reflect the highest priorities of the agency, as determined by the head of the agency and informed by the Federal Government priority goals provided under subsection (a) and the consultations with Congress and other interested parties required by section 306(d) of title 5;

[In StratML Parts 1 & 2, Stakeholder s can be named and described. In Part 3, it may be appropriate to enable inclusion of point of contact information, as shown below.]

Point of Contact for This Stakeholder:			
First Name:	<input type="text"/>	Last Name:	<input type="text"/>
Email Address:	<input type="text"/>	Phone Number:	<input type="text"/>
Identifier:	<input type="text"/>	* Web Address (URL):	<input type="text"/>

"(B) have ambitious targets that can be achieved within a 2-year period;

"(C) have a clearly identified agency official, known as a goal leader, who is responsible for the achievement of each agency priority goal;

[In StratML Part 2, goal leaders can be designated using the Stakeholder Role element. They can be named and their roles can also be named and described.]

"(D) have interim quarterly targets for performance indicators if more frequent updates of actual performance provides data of significant value to the Government, Congress, or program partners at a reasonable level of administrative burden; and

[In StratML Part 2, as many TargetResults as desired can be identified and StartDate s and EndDates can be associated with each of them.]

"(E) have clearly defined quarterly milestones.

[In StratML Part 2, quarterly milestones can be identified as TargetResult s with EndDates specified every three months. The concept of Milestones has been identified as a concept for potentially more explicit treatment in StratML Part 3, but thought should be given to whether a separate element is justified.]

"(2) If an agency priority goal includes any program activity or information that is specifically authorized under criteria established by an Executive order to be kept secret in the interest of national defense or foreign policy and is properly classified pursuant to such Executive order, the head of the agency shall make such information available in the classified appendix provided under section 1115(e).

"(c) The functions and activities of this section shall be considered to be inherently governmental functions. The development of Federal Government and agency priority goals shall be performed only by Federal employees."

SEC. 6. QUARTERLY PRIORITY PROGRESS REVIEWS AND USE OF PERFORMANCE INFORMATION.

Chapter 11 of title 31, United States Code, is amended by adding after section 1120 (as added by section 5 of this Act) the following:

"§ 1121 . Quarterly priority progress reviews and use of performance information

"(a) USE OF PERFORMANCE INFORMATION TO ACHIEVE FEDERAL GOVERNMENT PRIORITY GOALS.--Not less than quarterly, the Director of the Office of Management and Budget, with the support of the Performance Improvement Council, shall--

"(1) for each Federal Government priority goal required by section 1120(a) of this title, review with the appropriate lead Government official the progress achieved during the most recent quarter, overall trend data, and the likelihood of meeting the planned level of performance;

"(2) include in such reviews officials from the agencies, organizations, and program activities that contribute to the accomplishment of each Federal Government priority goal;

"(3) assess whether agencies, organizations, program activities, regulations, tax expenditures, policies, and other activities are contributing as planned to each Federal Government priority goal;

"(4) categorize the Federal Government priority goals by risk of not achieving the planned level of performance; and

[CategorizationTypes is a candidate for inclusion in StratML Part 3. Failure risk level is among the kinds of categorizations that might be documented in that element.]

"(5) for the Federal Government priority goals at greatest risk of not meeting the planned level of performance, identify prospects and strategies for performance improvement, including any needed changes to agencies, organizations, program activities, regulations, tax expenditures, policies or other activities.

["Strategies for performance improvement" appear to constitute a performance plan and "needed changes" seem to be objectives to be accomplished in order to achieve the desired improvement goals. However, in StratML Part 3, some thought should be given to whether any additional elements may be required to address this provision of the Act.]

"(b) AGENCY USE OF PERFORMANCE INFORMATION TO ACHIEVE AGENCY PRIORITY GOALS.--Not less than quarterly, at each agency required to develop agency priority goals required by section 1120(b) of this title, the head of the agency and Chief Operating Officer, with the support of the agency Performance Improvement Officer, shall--

"(1) for each agency priority goal, review with the appropriate goal leader the progress achieved during the most recent quarter, overall trend data, and the likelihood of meeting the planned level of performance;

"(2) coordinate with relevant personnel within and outside the agency who contribute to the accomplishment of each agency priority goal;

"(3) assess whether relevant organizations, program activities, regulations, policies, and other activities are contributing as planned to the agency priority goals;

"(4) categorize agency priority goals by risk of not achieving the planned level of performance; and

[CategorizationTypes is a candidate for inclusion in StratML Part 2. Failure risk level is among the kinds of categorizations that might be documented in that element.]

"(5) for agency priority goals at greatest risk of not meeting the planned level of performance, identify prospects and strategies for performance improvement, including any needed changes to agency program activities, regulations, policies, or other activities."

["Strategies for performance improvement" appear to constitute a performance plan and "needed changes" seem to be objectives to be accomplished in order to achieve the desired improvement goals. However, in StratML Part 3, some thought should be given to whether any additional elements may be required to address this provision of the Act.]

SEC. 7. TRANSPARENCY OF FEDERAL GOVERNMENT PROGRAMS, PRIORITY GOALS, AND RESULTS.

Chapter 11 of title 31, United States Code, is amended by adding after section 1121 (as added by section 6 of this Act) the following:

"§ 1122. Transparency of programs, priority goals, and results

"(a) TRANSPARENCY OF AGENCY PROGRAMS.--

"(1) IN GENERAL.--Not later than October 1, 2012, the

Office of Management and Budget shall--

"(A) ensure the effective operation of a single website;

[Rendering plans and reports in open, standard, machine-readable format, like StratML, will enable aggregated reporting not only on the website to be established by OMB but also myriad other sites serving various communities of interest.]

"(B) at a minimum, update the website on a quarterly basis; and

[Rendering plans and reports in open, standard, machine-readable format, like StratML (ANSI/AIIM 21:2009), will enable updated reporting not only on a quarterly basis but in near-real time, on an ongoing basis, as agencies update their individual reports.]

"(C) include on the website information about each program identified by the agencies.

"(2) INFORMATION.--Information for each program described under paragraph (1) shall include--

"(A) an identification of how the agency defines the term 'program', consistent with guidance provided by the Director of the Office of Management and Budget, including the program activities that are aggregated, disaggregated, or consolidated to be considered a program by the agency;

[The concept of Program has been identified as a candidate for inclusion in StratML Part 3.]

"(B) a description of the purposes of the program and the contribution of the program to the mission and goals of the agency; and

[The concept of the purposes appears to be the same as Objectives, which can be named and described in StratML Parts 1 and 2. In addition, OtherInformation can be provided about each objective. However, in Part 3 consideration should be given to whether additional, more explicit elements may be needed to address the concept of program "contributions".]

"(C) an identification of funding for the current fiscal year and previous 2 fiscal years.

[In StratML Part 2, funding can be documented as a PerformanceIndicator of the input type for as many years as desired.]

"(b) TRANSPARENCY OF AGENCY PRIORITY GOALS AND RESULTS.--The head of each agency required to develop agency priority goals shall make information about each agency priority goal available to the Office of Management and Budget for publication on the website, with the exception of any information covered by section 1120(b)(2) of this title. In addition to an identification of each agency priority goal, the website shall also consolidate information about each agency priority goal, including--

"(1) a description of how the agency incorporated any views and suggestions obtained through congressional consultations about the agency priority goal;

[In StratML Parts 1 and 2, each Stakeholder can be named and described, and in Part 2, the Role of each stakeholder can also be named and described. In Part 3 it may be appropriate to include a more explicit element addressing how stakeholder input has been incorporated. However, another alternative would be to leave it to applications and services, e.g., the website referenced in this provision, to address such information, apart from the plans and reports themselves.]

"(2) an identification of key factors external to the agency and beyond its control that could significantly affect the achievement of the agency priority goal;

[The concept of key or Critical Success Factors (CSFs) has not yet been addressed in StratML Parts 1 or 2 but should be considered in Part 3 . It may be appropriate to name the element SuccessFactor and provide attributes for internal versus external and key (or critical) versus ancillary (or influencing).]

"(3) a description of how each agency priority goal will be achieved, including--

"(A) the strategies and resources required to meet the priority goal;

[In StratML Part 2, the resources (and processes) required to achieve objectives can be documented in the PerformanceIndicator element. The distinction between "strategies" and objectives is unclear. Thus far, the assumption in the StratML standard has been that the plan itself is the strategy. It appears that in this context the meaning of "strategies" might be methods to be used to achieve the objective. If so, methods are analogous to processes, and processes can also be documented under the PerformanceIndicator element.]

"(B) clearly defined milestones;

[In StratML Part 2, milestones can be documented as TargetResults to be achieved by EndDates within a single resource allocation and performance assessment period. The concept of Milestones has been identified as a candidate for more explicit consideration in StratML Part 3, but thought should be given as to whether it warrants separate treatment from the concept of TargetResults.]

"(C) the organizations, program activities, regulations, policies, and other activities that contribute to each goal, both within and external to the agency;

"(D) how the agency is working with other agencies to achieve the goal; and

"(E) an identification of the agency official responsible for achieving the priority goal;

"(4) the performance indicators to be used in measuring or assessing progress;

"(5) a description of how the agency ensures the accuracy and reliability of the data used to measure progress towards the priority goal, including an identification of--

"(A) the means used to verify and validate measured values;

"(B) the sources for the data;

"(C) the level of accuracy required for the intended use of the data;

"(D) any limitations to the data at the required level of accuracy; and

"(E) how the agency has compensated for such limitations if needed to reach the required level of accuracy;

"(6) the results achieved during the most recent quarter and overall trend data compared to the planned level of performance;

"(7) an assessment of whether relevant organizations, program activities, regulations, policies, and other activities are contributing as planned;

"(8) an identification of the agency priority goals at risk of not achieving the planned level of performance; and

"(9) any prospects or strategies for performance improvement.

"(c) **TRANSPARENCY OF FEDERAL GOVERNMENT PRIORITY GOALS AND RESULTS.**--The Director of the Office of Management and Budget shall also make available on the website--

"(1) a brief description of each of the Federal Government priority goals required by section 1120(a) of this title;

"(2) a description of how the Federal Government priority goals incorporate views and suggestions obtained through congressional consultations;

"(3) the Federal Government performance goals and performance indicators associated with each Federal Government priority goal as required by section 1115(a) of this title;

"(4) an identification of the lead Government official for each Federal Government performance goal;

"(5) the results achieved during the most recent quarter and overall trend data compared to the planned level of performance;

"(6) an identification of the agencies, organizations, program activities, regulations, tax expenditures, policies, and other activities that contribute to each Federal Government priority goal;

"(7) an assessment of whether relevant agencies, organizations, program activities, regulations, tax expenditures, policies, and other activities are contributing as planned;

"(8) an identification of the Federal Government priority goals at risk of not achieving the planned level of performance; and

"(9) any prospects or strategies for performance improvement.

"(d) INFORMATION ON WEBSITE.--The information made available on the website under this section shall be readily accessible and easily found on the Internet by the public and members and committees of Congress. Such information shall also be presented in a searchable, machine-readable format. The Director of the Office of Management and Budget shall issue guidance to ensure that such information is provided in a way that presents a coherent picture of all Federal programs, and the performance of the Federal Government as well as individual agencies."

SEC. 8. AGENCY CHIEF OPERATING OFFICERS.

Chapter 11 of title 31, United States Code, is amended by adding after section 1122 (as added by section 7 of this Act) the following:

"§ 1123. Chief Operating Officers

"(a) ESTABLISHMENT.--At each agency, the deputy head of agency, or equivalent, shall be the Chief Operating Officer of the agency.

"(b) FUNCTION.--Each Chief Operating Officer shall be responsible for improving the management and performance of the agency, and shall--

[In StratML Part 2 the names and roles of each Stakeholder can be named and described. Consistent with section 10, the performance plan and report of each COO should be published in machine-readable format and should contain these objectives.]

"(1) provide overall organization management to improve agency performance and achieve the mission and goals of the agency through the use of strategic and performance planning, measurement, analysis, regular assessment of progress, and use of performance information to improve the results achieved;

"(2) advise and assist the head of agency in carrying out the requirements of sections 1115 through 1122 of this title and section 306 of title 5;

"(3) oversee agency-specific efforts to improve management functions within the agency and across Government; and

"(4) coordinate and collaborate with relevant personnel within and external to the agency who have a significant role in contributing to and achieving the mission and goals of the agency, such as the Chief Financial Officer, Chief Human Capital Officer, Chief Acquisition Officer/Senior Procurement Executive, Chief Information Officer, and other line of business chiefs at the agency."

SEC. 9. AGENCY PERFORMANCE IMPROVEMENT OFFICERS AND THE PERFORMANCE IMPROVEMENT COUNCIL.

Chapter 11 of title 31, United States Code, is amended by adding after section 1123 (as added by section 8 of this Act) the following:

"§ 1124. Performance Improvement Officers and the Performance Improvement Council

"(a) PERFORMANCE IMPROVEMENT OFFICERS.--

"(1) ESTABLISHMENT.--At each agency, the head of the agency, in consultation with the agency Chief Operating Officer, shall designate a senior executive of the agency as the agency Performance Improvement Officer.

"(2) FUNCTION.--Each Performance Improvement Officer shall report directly to the Chief Operating Officer. Subject to the direction of the Chief Operating Officer, each Performance Improvement Officer shall--

"(A) advise and assist the head of the agency and the Chief Operating Officer to ensure that the mission and goals of the agency are achieved through strategic and performance planning, measurement, analysis, regular assessment of progress, and use of performance information to improve the results achieved;

"(B) advise the head of the agency and the Chief Operating Officer on the selection of agency goals, including opportunities to collaborate with other agencies on common goals;

"(C) assist the head of the agency and the Chief Operating Officer in overseeing the implementation of the agency strategic planning, performance planning, and reporting requirements provided under sections 1115 through 1122 of this title and sections 306 of title 5, including the contributions of the agency to the Federal Government priority goals;

"(D) support the head of agency and the Chief Operating Officer in the conduct of regular reviews of agency performance, including at least quarterly reviews of progress achieved toward agency priority goals, if applicable;

"(E) assist the head of the agency and the Chief Operating Officer in the development and use within the agency of performance measures in personnel performance appraisals, and, as appropriate, other agency personnel and planning processes and assessments; and

"(F) ensure that agency progress toward the achievement of all goals is communicated to leaders, managers, and employees in the agency and Congress, and made available on a public website of the agency.

"(b) PERFORMANCE IMPROVEMENT COUNCIL.--

"(1) ESTABLISHMENT.--There is established a Performance Improvement Council, consisting of--

"(A) the Deputy Director for Management of the Office of Management and Budget, who shall act as chairperson of the Council;

"(B) the Performance Improvement Officer from each agency defined in section 901(b) of this title;

"(C) other Performance Improvement Officers as determined appropriate by the chairperson; and

"(D) other individuals as determined appropriate by the chairperson.

"(2) FUNCTION.--The Performance Improvement Council shall--

"(A) be convened by the chairperson or the designee of the chairperson, who shall preside at the meetings of the Performance Improvement Council, determine its agenda, direct its work, and establish and direct subgroups of the Performance Improvement Council, as appropriate, to deal with particular subject matters;

"(B) assist the Director of the Office of Management and Budget to improve the performance of the Federal Government and achieve the Federal Government priority goals;

"(C) assist the Director of the Office of Management and Budget in implementing the planning, reporting, and use of performance information requirements related to the Federal Government priority goals provided under sections 1115, 1120, 1121, and 1122 of this title;

"(D) work to resolve specific Governmentwide or crosscutting performance issues, as necessary;

"(E) facilitate the exchange among agencies of practices that have led to performance improvements within specific programs, agencies, or across agencies;

"(F) coordinate with other interagency management councils;

"(G) seek advice and information as appropriate from nonmember agencies, particularly smaller agencies;

"(H) consider the performance improvement experiences of corporations, nonprofit organizations, foreign, State, and local governments, Government employees, public sector unions, and customers of Government services;

"(I) receive such assistance, information and advice from agencies as the Council may request, which agencies shall provide to the extent permitted by law; and

"(J) develop and submit to the Director of the Office of Management and Budget, or when appropriate to the President through the Director of the Office of Management and Budget, at times and in such formats as the chair person may specify, recommendations to streamline and improve performance management policies and requirements.

"(3) SUPPORT.--

"(A) IN GENERAL.--The Administrator of General Services shall provide administrative and other support for the Council to implement this section.

"(B) PERSONNEL.--The heads of agencies with Performance Improvement Officers serving on the Council shall, as appropriate and to the extent permitted by law, provide at the request of the chairperson of the Performance Improvement Council up to 2 personnel authorizations to serve at the direction of the chairperson."

SEC. 10 . FORMAT OF PERFORMANCE PLANS AND REPORTS.

(a) SEARCHABLE, MACHINE-READABLE PLANS AND REPORTS.-- For fiscal year 2012 and each fiscal year thereafter, each agency required to produce strategic plans, performance plans, and performance updates in accordance with the amendments made by this Act shall--

(1) not incur expenses for the printing of strategic plans, performance plans, and performance reports for release external to the agency, except when providing such documents to the Congress;

[Rendering plans and reports on the Web in open, standard format (like StratML) will make it easy for those who care to do so to print them (or selected portions) on demand, anytime and anywhere.]

(2) produce such plans and reports in searchable, **machine-readable formats**; and

[The Strategy Markup Language (StratML) standard (ANSI/AIIM 21:2009) is a machine-readable format. It can also easily be transformed into other formats, e.g., PDF. However, the reverse is not true.]

(3) make such plans and reports available on the website described under section 1122 of title 31, United States Code.

[Rendering plans and reports on the Web in open, standard, machine-readable format (like StratML) will make it easy not only to incorporate the data and information they contain into the website required by this Act but also myriad other sites for the benefit of various communities of interest. For example, such data and information should also be made available through the Data.gov site.]

(b) WEB-BASED PERFORMANCE PLANNING AND REPORTING.--

(1) IN GENERAL.--Not later than June 1, 2012, the Director of the Office of Management and Budget shall issue guidance to agencies to provide concise and timely performance information for publication on the website described under section 1122 of title 31, United States Code, including, at a minimum, all requirements of sections 1115 and 1116 of title 31, United States

Code, except for section 1115(e).

(2) HIGH-PRIORITY GOALS.--For agencies required to develop agency priority goals under section 1120(b) of title 31, United States Code, the performance information required under this section shall be merged with the existing information required under section 1122 of title 31, United States Code.

(3) CONSIDERATIONS.--In developing guidance under this subsection, the Director of the Office of Management and Budget shall take into consideration the experiences of agencies in making consolidated performance planning and reporting information available on the website as required under section 1122 of title 31, United States Code.

SEC. 11. REDUCING DUPLICATIVE AND OUTDATED AGENCY REPORTING.

(a) BUDGET CONTENTS.--Section 1105(a) of title 31, United States Code, is amended--

(1) by redesignating second paragraph (33) as paragraph (35); and

(2) by adding at the end the following: "(37) the list of plans and reports, as provided for under section 1125, that agencies identified for elimination or consolidation because the plans and reports are determined outdated or duplicative of other required plans and reports.".

(b) ELIMINATION OF UNNECESSARY AGENCY REPORTING.--

Chapter 11 of title 31, United States Code, is further amended by adding after section 1124 (as added by section 9 of this Act) the following:

" § 1125 . Elimination of unnecessary agency reporting

"(a) AGENCY IDENTIFICATION OF UNNECESSARY REPORTS.--

Annually, based on guidance provided by the Director of the Office of Management and Budget, the Chief Operating Officer at each agency shall--

"(1) compile a list that identifies all plans and reports the agency produces for Congress, in accordance with statutory requirements or as directed in congressional reports;

[It would be good if this list were compiled as a strategic plan, in machine-readable format, identifying the objectives and stakeholders of each plan or report. The concept of Authority (e.g., statutory requirements and Congressional reports) has been identified as a candidate for inclusion in StratML Part 3. In combination with such an element, rendering the list of plans and reports in machine-readable StratML format would facilitate analysis, consultation with Congress, and automated generation of the count required by this subsection.]

"(2) analyze the list compiled under paragraph (1), identify which plans and reports are outdated or duplicative of other required plans and reports, and refine the list to include only the plans and reports identified to be outdated or duplicative;

"(3) consult with the congressional committees that receive the plans and reports identified under paragraph (2) to determine whether those plans and reports are no longer useful to the committees and could be eliminated or consolidated with other plans and reports; and

"(4) provide a total count of plans and reports compiled under paragraph (1) and the list of outdated and duplicative reports identified under paragraph (2) to the Director of the Office of Management and Budget.

"(b) PLANS AND REPORTS.--

"(1) FIRST YEAR.--During the first year of implementation of this section, the list of plans and reports identified by each agency as outdated or duplicative shall be not less than 10 percent of all plans and reports identified under subsection (a)(1).

[This requirement should be documented as a TargetResult in a performance plan addressing the requirements of this section .]

"(2) SUBSEQUENT YEARS.--In each year following the first year described under paragraph (1), the Director of the Office of Management and Budget shall determine the minimum percent of plans and reports to be identified as outdated or duplicative on each list of plans and reports.

[This requirement should be documented as a TargetResult in a performance plan addressing the requirements of this section for each subsequent year.]

"(c) REQUEST FOR ELIMINATION OF UNNECESSARY REPORTS.--

In addition to including the list of plans and reports determined to be outdated or duplicative by each agency in the budget of the United States Government, as provided by section 1105(a)(37), the Director of the Office of Management and Budget may concurrently submit to Congress legislation to eliminate or consolidate such plans and reports."

SEC. 12 . PERFORMANCE MANAGEMENT SKILLS AND COMPETENCIES.

(a) PERFORMANCE MANAGEMENT SKILLS AND COMPETENCIES.--

Not later than 1 year after the date of enactment of this Act, the Director of the Office of Personnel Management, in consultation with the Performance Improvement Council, shall identify the key skills and competencies needed by Federal Government personnel for developing goals, evaluating programs, and analyzing and using performance information for the purpose of improving Government efficiency and effectiveness.

(b) POSITION CLASSIFICATIONS.--Not later than 2 years after the date of enactment of this Act, based on the identifications under subsection (a), the Director of the Office of Personnel Management shall incorporate, as appropriate, such key skills and competencies into relevant position classifications.

(c) INCORPORATION INTO EXISTING AGENCY TRAINING.--Not later than 2 years after the enactment of this Act, the Director of the Office of Personnel Management shall work with each agency, as defined under section 306(f) of title 5, United States Code, to incorporate the key skills identified under subsection (a) into training for relevant employees at each agency.

[The requirements of this section should be addressed in a strategic and annual performance plans for human resources.]

SEC. 13. TECHNICAL AND CONFORMING AMENDMENTS.

(a) The table of contents for chapter 3 of title 5, United States Code, is amended by striking the item relating to section 306 and inserting the following:

"306. Agency strategic plans."

(b) The table of contents for chapter 11 of title 31, United States Code, is amended by striking the items relating to section 1115 and 1116 and inserting the following:

"1115. Federal Government and agency performance plans.

"1116. Agency performance reporting."

(c) The table of contents for chapter 11 of title 31, United States Code, is amended by adding at the end the following:

"1120. Federal Government and agency priority goals.

"1121. Quarterly priority progress reviews and use of performance information.

"1122. Transparency of programs, priority goals, and results.

"1123. Chief Operating Officers.

"1124. Performance Improvement Officers and the Performance Improvement Council.

"1125. Elimination of unnecessary agency reporting."

SEC. 14. IMPLEMENTATION OF THIS ACT.

(a) INTERIM PLANNING AND REPORTING.--

(1) IN GENERAL.--The Director of the Office of Management and Budget shall coordinate with agencies to develop interim Federal Government priority goals and submit interim Federal Government performance plans consistent with the requirements of this Act beginning with the submission of the fiscal year 2013 Budget of the United States Government.

(2) REQUIREMENTS.--Each agency shall--

(A) not later than February 6, 2012, make adjustments to its strategic plan to make the plan consistent with the requirements of this Act;

(B) prepare and submit performance plans consistent with the requirements of this Act, including the identification of agency priority goals, beginning with the performance plan for fiscal year 2013; and

(C) make performance reporting updates consistent with the requirements of this Act beginning in fiscal year 2012.

(3) QUARTERLY REVIEWS.--The quarterly priority progress reviews required under this Act shall begin--

(A) with the first full quarter beginning on or after the date of enactment of this Act for agencies based on the agency priority goals contained in the Analytical Perspectives volume of the Fiscal Year 2011 Budget of the United States Government; and

(B) with the quarter ending June 30, 2012 for the interim Federal Government priority goals.

(b) GUIDANCE.--The Director of the Office of Management and Budget shall prepare guidance for agencies in carrying out the interim planning and reporting activities required under subsection (a), in addition to other guidance as required for implementation of this Act.

SEC. 15. CONGRESSIONAL OVERSIGHT AND LEGISLATION.

(a) IN GENERAL.--Nothing in this Act shall be construed as limiting the ability of Congress to establish, amend, suspend, or annul a goal of the Federal Government or an agency.

(b) GAO REVIEWS.--

(1) INTERIM PLANNING AND REPORTING EVALUATION.--Not later than June 30, 2013, the Comptroller General shall submit a report to Congress that includes--

(A) an evaluation of the implementation of the interim planning and reporting activities conducted under section 14 of this Act; and

(B) any recommendations for improving implementation of this Act as determined appropriate.

(2) IMPLEMENTATION EVALUATIONS.--

(A) IN GENERAL.--The Comptroller General shall evaluate the implementation of this Act subsequent to the interim planning and reporting activities evaluated in the report submitted to Congress under paragraph (1).

(B) AGENCY IMPLEMENTATION.--

(i) EVALUATIONS.--The Comptroller General shall evaluate how implementation of this Act is affecting performance management at the agencies described in section 901(b) of title 31, United States Code, including whether performance management is being used by those agencies to improve the efficiency and effectiveness of agency programs.

(ii) REPORTS.--The Comptroller General shall submit to Congress--

(I) an initial report on the evaluation under clause (i), not later than September 30, 2015; and

(II) a subsequent report on the evaluation under clause (i), not later than September 30, 2017.

(C) FEDERAL GOVERNMENT PLANNING AND REPORTING IMPLEMENTATION.--

(i) EVALUATIONS.--The Comptroller General shall evaluate the implementation of the Federal Government priority goals, Federal Government performance plans and related reporting required by this Act.

(ii) REPORTS.--The Comptroller General shall submit to Congress--

(I) an initial report on the evaluation under clause (i), not later than September 30, 2015; and

(II) subsequent reports on the evaluation under clause (i), not later than September 30, 2017 and every 4 years thereafter.

(D) RECOMMENDATIONS.--The Comptroller General shall include in the reports required by subparagraphs (B) and (C) any recommendations for improving implementation of this Act and for streamlining the planning and reporting requirements of the Government Performance and Results Act of 1993.